



DEFENSE LOGISTICS AGENCY
THE DEFENSE CONTRACT MANAGEMENT COMMAND
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IN REPLY
REFER TO

AQO

OCT 22 1996

**MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT
DISTRICTS
DCMC HQ STAFF**

**SUBJECT: DCMC Memorandum No. 96-62, Professionalism of the DCMC Workforce
(INFORMATION)**

This is an INFORMATION memorandum. Target audience: All DCMC Employees.

The FY97 DCMC Performance Plan includes a task (5.1.1.7) for looking at the process for issuing and maintaining contracting officer warrants. A team of HQ and CAO people have already started work on this task (team names are attached for your information). We have heard there is some **confusion** and apprehension about the reasons for and intent of this new look. The purpose of this memorandum is to explain this effort as the first step of a journey toward assuring the highest levels of professional knowledge within the **DCMC workforce**. Although we do not yet have all the answers on how this is going to be accomplished, we know it is a journey that is critical to our **future**.


DCMC's products and services are the end result of all employees' knowledge, skills, and abilities. We are only as good as our combined talents. That is why Right Talent is one of our Top 7 metrics. It is why **workforce** issues area separate goal in the performance plan (Goal 5). It is why one of the DCMC Commander's Top 10 Challenges is **Workforce Skills**.

Assuring customers of our professionalism has always been important, but **fundamental** changes in the business environment over the last few years mandate we **relook** at how we approach professionalism. Acquisition reform has **fundamentally** changed the nature of the acquisition process. In the past DoD set the rules of the game in excruciating detail and used extensive oversight to assure adherence to the rules. Now DoD is relying on business decisions based on weighing requirements, risks, and situational facts. No where is this more true than in **DCMC**. **Judgement** becomes key. And a key to good judgments is professional knowledge. Also, one of the new Top 10 Challenges is to prepare for the defense business operations find (DBOF), or fee-for-service. Our professional talent becomes one of our primary competitive advantages as we move into this new world.

Our vision is to ensure that the professional knowledge brought to our products and services is of the highest caliber. We want to model our approach in this critical area on the techniques used in other professions. Consider doctors, lawyers, accountants, teachers, and other professional

fields that are an inextricable part of our lives. Professional designation is not **conferred** lightly. **All** have requirements for entry-- generally some combination of examination and experience -- and all have requirements for maintaining the professional designation -- generally some type of continuing education and continuing review. When you put your physical well-being in the hands of a doctor or your financial **health** in the hands of an accountant or your children's **future** in the hands of a teacher, you rely on the rigor of the process used to give and maintain that person's professional credentials. We need to assure our customers that they can have the same reliance on our processes for assuring professional knowledge within **DCMC**.

We have started our assuring professionalism effort with contracting officers because they exercise considerable authority on behalf of the Government. It is our intention to review all professions within the Command. **DCMC** has become an organization that is recognized for its value and contributions to the DoD. As Major General **Drewes** said at the last Commander's Conference, we are on a journey to increased value added and greater respect. Assuring customers that we have professional credentials is a key part of the journey.


JILL E. PETTIBONE
Executive Director
Contract Management Policy

Attachment

cc:

Mr. Frank Lakis

ACO WARRANT REVIEW BOARD TEAM MEMBERS

Ms. Josephine Ross, DCMC, AQOC (Team Leader)

Col Bill Kaplan, DCMC Hughes, Los Angeles

Mr. Gene Foster, DCMC McDonnell Douglas, St. Louis

Mr. Mike **Guerrera**, DCMC Lockheed Martin, Delaware Valley

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